CURRICULUM VITAE

EDUCATION & TRAINING

Education

Doctor of Philosophy
- Awarded: 1998
- Institution: La Trobe University, Melbourne, Australia.
- Dissertation: Using artificial adaptive agents to explore strategic landscapes
- Examiner: Professor Robert Axelrod, University of Michigan

Master of Business Administration
- Awarded: 1994
- Institution: Monash University, Melbourne, Australia.
- Major: Marketing
- Thesis: Predicting the emergence of strategic groups

Bachelor of Science with Honours
- Awarded: 1989
- Institution: University of Melbourne, Melbourne, Australia.
- Major: Psychology
- Thesis: The psychological correlates of fantasy role-playing

Achievements, Awards, and Honors

2013	Journal of Small Business Management Editor's Award for best overall paper presented at the USASBE Annual Conference, San Francisco, CA.
2010	Appointed William G. Rohrer Professorial Chair of Entrepreneurship at Rowan University
2010	Faculty Advisor of the Year, Donald W. Reynolds Governor's Cup Collegiate Business Plan Competition, Nevada
2006	Created Southern Nevada Business Plan Competition
2006	Teacher of the Year, Department of Management, UNLV
2002	Coached UT Dallas team to second place finish in Nortel National Business Plan Competition
2001	ET&P 'Best Conceptual Paper' Award, Entrepreneurship Division, Annual Meeting of the Academy of Management, Washington, DC
2000	Faculty Fellow, Institute for the Study of Coherence & Emergence
1992	Fellow, Sasakawa Youth Leadership Foundation
1992	Australian Postgraduate Research Award with Industry Support from Hambros, tenable at the Australian Graduate School of Management
1989	Honours Scholarship, University of Melbourne

EMPLOYMENT HISTORY

Academic Positions

Dates	*Institution*	*Location*	*Title*
From 7/1/2010	Rowan University	Glassboro, NJ	Professor (with tenure)
7/1/2006 to 6/30/2010	University of Nevada	Las Vegas, NV	Associate Professor (with tenure)
7/1/2003 to 6/30/2006	University of Nevada	Las Vegas, NV	Assistant Professor
8/1/1998 to 6/30/2003	University of Texas	Dallas, TX	Assistant Professor
7/1/1996 to 6/30/1998	La Trobe University	Melbourne, Aus.	Senior Lecturer (continuing)
1/1/1994 to 6/30/1996	La Trobe University	Melbourne, Aus.	Lecturer

Administrative Positions

7/1/2010 to 12/31/2012	Rowan University	Glassboro, NJ	Executive Director Center for Innovation & Entrepreneurship
7/1/2008 to 6/30/2010	University of Nevada	Las Vegas, NV	Director, Center for Entrepreneurship

Visiting Positions

Dates	*Institution*	*Location*	*Title*
Summer 2011	University of Nevada	Las Vegas	Visiting Professor, EMBA
Summer 2007	U. Basque Country	Bilbao, Spain	Visiting Professor
Summer 2004-2007	University of Texas	Dallas, TX	Visiting Professor, EMBA
2005	Universitas 21	Singapore	Adjunct Professor, MBA
Summer 2003	Bocconi University	Milan, Italy	Visiting Professor, MBA
Summer 2002	Queensland U. Tech.	Brisbane, Aus.	Visiting Professor, MBA
Summer 2000/2001	University of Texas	Austin, TX	Faculty Mentor, EMBA Projects
1993	University of Ballarat	Ballarat, Aus.	Visiting Scholar

Industry Positions

Dates	*Title*	*Department*	*Organization*
2/94-6/98 (p/t)	Principal Partner	Investment Decisions	Bridges Consulting
8/93-1/94	Fleet Planning Mgr	Strategic Planning Dept	Ansett Airlines
4/91-5/92	Aide to Head of Strategy	Corporate Strategy Group	Telecom Australia
5/90-4/91	Financial Analyst	Advanced Data Products	Telecom Australia
12/88-4/90	Business Analyst	Operator Services	Telecom Australia

Teaching

Courses Taught At Rowan

BSBA	Entrepreneurial Growth Strategies, Management Consulting Field Study, Entrepreneurial Experiences, Business Policy
Honors	The Free Enterprise System
MBA	Corporate Entrepreneurship, Managing Organizational Strategy, New Venture Creation

Courses Taught At UNLV

BSBA	Business Policy, Small Business Management, International Management
MBA	New Venture Creation, Change Management, Managing Entrepreneurial Organizations, Strategy Formulation
EMBA	Organization Theory, Strategy Implementation, Negotiation and Conflict Resolution

Courses Taught At UTD

BSBA	Social and Political Environment of Business (Strategy Capstone)
MBA	Strategic Management, Entrepreneurship, Business Improvement Methods
EMBA	Global Strategy
PhD	Seminar in Strategy, Organizational Economics, Advanced Strategy

Courses Taught At La Trobe

BCom	Corporate Strategy, Organizational Behavior, Strategic Marketing
Honours	Corporate Strategy, Research Methods
MBA	Strategic Management

Courses Taught At Ballarat

BBus	Business Policy
MBA	Strategic Management

Teaching Highlights

1. Developed Entrepreneurial Experiences requirement for entrepreneurship majors and Free Enterprise course for Rowan Honors students in 2012.
2. Developed Certificate in Technology Entrepreneurship for Rowan University in 2010.
3. Developed eight new certificate programs and an executive seminar series at UNLV in 2008.
4. Teaching Excellence Award, Department of Management UNLV, 2006
5. Highest-rated faculty member on UT Dallas' full-time MBA program in 1999-2000
6. Twice highest rated faculty member in UT Austin's Texas Instruments EMBA IBL program
7. Mentor of team that won second place in Nortel International Business Plan Competition 2000
8. Organized regular venture capital panels to judge student business plans in Dallas and Las Vegas
9. Delivered courses in the USA, Italy, Australia, Singapore, Spain, and Hong Kong.
10. Served on six doctoral committees. Examined four external doctoral dissertations. Supervised eleven minor theses.

Research and/or Scholarly Publications

(Articles in the Social Science Citation Index marked with *)

Articles in refereed journals

1. **Phelan**, S.E. (2011) "Taking strategy to the next level: A policy based approach", *Strategic Management Review*, 5(1), 22-29.
2. *Seale, D.A. & **Phelan**, S.E. (2010) "Bluffing and betting behavior in a simplified poker game", *Journal of Behavioral Decision Making*, 23(4), 335-352.
3. *Guidice, R., Alder, S. & **Phelan**, S.E. (2009) "Competitive bluffing: An examination of a common practice and its relationship with performance", *Journal of Business Ethics,* **87**(4)*,* 535-553.
4. *Seggie, S.H., Cavusgil, E., & **Phelan**, S.E. (2007) "Measurement of return on marketing investment: A conceptual framework and the future of marketing metrics", *Industrial Marketing Management*, 36(6), 834-841.
5. **Phelan**, S.E. and Alder, S. (2006) "The effects of personality and experience on resource acquisition performance: An experimental study", *Journal of Entrepreneurship Education,* 9, 113-134.
6. Dalgic, T. & **Phelan**, S.E. (2006) "Designing foreign market study tours as an integral part of international business courses", *Review of Business Research*, 3(1), 1-10.
7. *Seale, D., Arend, R., & **Phelan**, S. (2006) "Modeling alliance activity: Opportunity cost and the shadow of the future in an iterated prisoner's dilemma with exit option", *Organizational Behavior and Human Decision Processes*, 100, 60-75.
8. **Phelan**, S.E. (2006) "A propaganda model of business school behavior", *Quarterly Journal of Ideology*, 29(1/2), 1-19.
9. **Phelan**, S.E., Arend, R., & Seale, D. (2005) "Using an iterated prisoner's dilemma with exit option to study alliance behavior: Results of a tournament and simulation", *Computational & Mathematical Organization Theory*, 11, 339-356.
10. **Phelan**, S.E. & Mantecon, T. (2005) "Acquisition performance: Experience or competence?" *Journal of Academy of Business & Economics*, 5(2), 149-160.
11. **Phelan**, S.E (2005). "Entrepreneurship as expectations management", *New England Journal of Entrepreneurship*, 8(1), 49-58.
12. **Phelan**, S. E., Yang, H., & Zhou, L. (2004). "Creating value through the strategic management of psychological contracts." *Review of Business Research, 2*(1), 203-209.
13. **Phelan**, S. E. (2004). "Using agent-based simulation to examine the robustness of up-or-out promotion systems in universities", *Nonlinear Dynamics, Psychology, and the Life Sciences, 8*(2), 177-205.
14. *Sethi, D., Guisinger, S., **Phelan**, S.E., & Berg, D. (2003) "Trends in foreign direct investment flows: A theoretical and empirical analysis" *Journal of International Business Studies*, 34(4), 315-326.
15. Sethi, D., Guisinger, S., Ford, D., & **Phelan**, S.E. (2002) "Seeking greener pastures: A theoretical and empirical investigation into the changing trend of foreign direct investment flows in response to institutional and strategic factors", *International Business Review*, 11(6), 685-705.
16. ***Phelan**, S.E. (2002) "Cognitive capacity as competitive advantage: A simulation test" *Simulation Modelling Practice & Theory*, 10(5-7), 455-471.
    Reprinted in P.V. Nimeesha *Gaining Competitive Advantage in New Product Development.* Chattisgarh, India: Magnus School of Business*,* 2005.
17. ***Phelan**, S.E., Ferreira, M, and Salvador, R. (2002) "The first twenty years of the Strategic Management Journal", *Strategic Management Journal*, 23(12), 1161-1168.
18. **Phelan**, S.E. & Lin, Z. (2001) "Promotion systems and organizational performance: A

contingency model." *Computational & Mathematical Organization Theory,* 7 (3), 207-232.

19. **Phelan**, S.E. (2001) "What is complexity science, really?" *Emergence*, 3(1), 120-136.
20. **Phelan**, S.E. & Lewin, P. (2000) "Arriving at a strategic theory of the firm" *International Journal of Management Reviews,* 2(4), 305-323.
21. Lewin, P. and **Phelan**, S.E. (2000) "An Austrian theory of the firm." *Review of Austrian Economic*s, 13(1), 59-79.
    Reprinted as "Rent and resources: An Austrian perspective" in N.J. Foss and P. Klein (eds.) *Process, Entrepreneurship, and the Theory of the Firm: Austrian Perspectives on Economic Organization,* London: Elgar, pp. 221-247, 2002.
22. ***Phelan**, S. E. and P. Lewin (1999) "Paradox in project-based enterprises: What paradox?" *California Management Revie*w, 42(1), 180-186.
23. Lewin, P. & **Phelan**, S. E. (1999) "Firms, strategies and resources: Contributions from Austrian economics." *Quarterly Journal of Austrian Economic*s, 2(2), 3-18.
24. Hill, R. and **Phelan**, S. E. (1999) "Expectations of excellence in creative product: The views of senior creatives and advertising clients contrasted." *Australasian Journal of Market Researc*h, 7(1), 33-47.
25. ***Phelan**, S. E. (1999) "A note on the correspondence between complexity and systems theory". *Systemic Practice & Action Research,* 12(3), 237-246.
26. **Phelan**, S. E. (1997). "Exposing the illusion of confidence in financial analysis." *Management Decisio*n, 35(2), 163-168.
27. **Phelan**, S. E. (1997). "From chaos to complexity in strategic planning." *Comportamento Organacional e Gesta*o, 3(2), 1-14.
    Reprinted as: "Do caos a complexidade no planeamento estrategico" in Cunha, M. et al (Eds.) Empresas Caos e Complexidade, Lisbon: Editora RH, pp. 10-20, 2001.

Book chapters or parts of books

1. Hezar, I., Dalgic, T., **Phelan**, S. E., & Knight, G. (2006). "Principles of global niche marketing strategies: An early conceptual framework". In T. Dalgic (Ed.), *Handbook of Niche Marketing* (Chapter 2, pp.25-66). Binghamton, NY: Haworth Press.
2. **Phelan**, S.E. (2002) "Complexity and management: Models and methods" in M. Lissack and J. Rivkin, *The Interaction of Complexity and Managemen*t, New York: Quorum Press, pp. 43-52.
3. **Phelan**, S. E. (1998). "Directory Assistance Service?" In M. Browne, P. Steane, & J. Forster (Eds.), Cases in Strategic Management. Sydney: Macmillan.
4. **Phelan**, S. E. (1997). "Innovation & imitation as competitive strategies: Revisiting a simulation approach." In P. Terna, R. Conte, & R. Hegselmann (Eds.), Simulating Social Processes. Berlin: Springer.
5. **Phelan**, S. E., & Roberts, J. R. (1997). "Telecom Wideband Services." In J. Quelch *et al* (Eds.), Cases in Marketing Management and Strategy: An Asia Pacific Perspective. Singapore: Prentice-Hall, pp. 106-122.

Book reviews and other published reviews

1. **Phelan**, S.E. (1999) "Corporation on a Tightrope", Emergence, 1(2), 162-165

Articles published in non-refereed journals

1. **Phelan**, S.E. (2002) "Going for the just reward", *The Australian, Higher Education Supplement*, May 29, p. 30.
2. **Phelan**, S. E. (2001) "Letter to the Editor: Central control a fairer option?" *The Australian, Higher Education Supplement*, November 14, p. 35.

Work in progress

1. **Phelan**, S.E. "DeTours Touring: Fighting City Hall", under revision for the CASE Journal.
2. **Phelan**, S.E., Semrau, T., & Johnson, A.T. "Entrepreneurial Orientation in K-12 Schools: The View from New Jersey" under review at New England Journal of Entrepreneurship.

Activities at professional meetings

1. Phelan, S.E., Johnson, A.T., & Semrau, T. "Entrepreneurial Orientation in Public Schools", presented at the USASBE 2013 meeting in San Francisco, CA.
2. Johnson, A.T. & Phelan, S.E. "Entrepreneurial Orientation in K-12 Schools: The View from New Jersey" presented at the ANZAM conference in Perth, Australia.
3. Phelan, S.E. "DeTours Touring: Fighting City Hall", presented at the USASBE 2012 meeting in New Orleans, LA.
4. Phelan, S.E. and Kury, K. "Student evaluations, grade inflation, and the culture of entitlement" presented at the Drexel Business Professors Teaching Summit, Philadelphia, PA, 2011.
5. Guidice, R.M., Alder, G.S. & Phelan, S.E. "Competitive Bluffing: An Examination of a Common Practice and Its Relationship with Performance", presented at the Annual Academy of Management Meeting, Philadelphia, PA, 2007.
6. Phelan, S.E., Dalgic, T. Li, D, & Sethi, D. "The development of entrepreneurial networks: A necessary condition for international new ventures?", presented at the Strategic Management Society Meeting, Vienna, Austria, 2006.
7. Phelan, S.E. and Alder, S. "An experimental study of entrepreneurial exploitation", presented at the Strategic Management Society Pre-Conference Workshop on Entrepreneurship, Orlando, FL, 2005.
8. "Acquisition performance: Experience or competence?", presented at the International Academy of Business and Economics conference, Las Vegas, 2005 (with T. Mantecon).
9. "Educator's insight: Designing foreign market study tours as an integral part of international business courses", presented at the International Academy of Business and Economics conference, Las Vegas, 2005 (with T. Dalgic).
10. Phelan, S.E. & Venzin, M. "Revisiting the BCG Matrix: A computational approach", presented at the Academy of Management Meeting, Honolulu, 2005.
11. Phelan, S.E., Arend, R., & Seale, D. "Opportunism and alliance termination: To err is human, to forgive is divine", presented at the Academy of Management Meeting, Honolulu, 2005.
12. Phelan, S.E. and Alder, S. "An experimental study of entrepreneurial exploitation", presented at the Academy of Management Meeting, Honolulu, 2005.
13. Phelan, S.E. "A propaganda model of business school behavior", presented at the 4th Critical Management Studies conference, Cambridge, UK, 2005
14. "Creating value through the strategic management of psychological contracts", Presented at the International Academy of Business and Economics conference, Las Vegas, 2004 (with H. Yang & L. Zhou).
15. "Acquisition performance: Experience or competence?" presented at the Resource Based View Workshop, Academy of Management Meeting, New Orleans, 2004 (with T. Mantecon).
16. Discussant for session "Achieving and maintaining a competitive advantage". BPS Division. Academy of Management Meeting, Seattle, Washington, 2003.
17. Invited keynote speech: "The study of virtual organizations as complex systems: Pitfalls and possibilities", Workshop on Emerging Behavior of Complex Collaborative Systems under the auspices of the Research Program of the European Commission, Brussels, Belgium, 2002.
18. "Adapting to the international business environment". Presented at the Annual Meeting of the Academy of International Business, Sydney, 2001 (with D. Sethi & S. Guisinger).

19. “Entrepreneurship as expectations management” presented at invited seminars at Stockholm School of Economics and SDA Bocconi (Milan), October 2001.
20. “The first twenty years of the Strategic Management Journal”. Presented at the Annual Meeting of the Academy of Management, Washington, D.C., 2001 (with M. Ferreira & R. Salvador).
21. “Entrepreneurship as expectations management”. Presented at the Annual Meeting of the Academy of Management, Washington, D.C., 2001.
22. “Cognitive capacity as competitive advantage: A simulation test” Presented at the Eurosim Conference, Delft, The Netherlands, 2001.
23. “A contingency framework for understanding the impact of promotion systems on organizational performance” CASOS Conference, Carnegie Mellon University, Pittsburgh, PA, 2000. (with Z. Lin).
24. Invited participant. Entanglement Conference, Utrecht, The Netherlands, 2000.
25. “The motion picture industry: A paradox for strategic management theory? Australian and New Zealand Academy of Management Meeting, Hobart, TAS, 1999. (with P. Lewin).
26. “Arriving at a strategic theory of the firm”. Annual Meeting of the Academy of Management, Chicago, IL. (with P. Lewin), 1999.
27. Lead panel member. Symposium on complexity theory. Academy of Management Meeting, Chicago, 1999.
28. Panel member. Symposium on electronic publishing in the academy. Academy of Management Meeting, San Diego, CA, 1998.
29. “Changes in HR Practices in Australian Universities: 1994-1996”. Annual Conference of the Australian & New Zealand Academy of Management, Wollongong, NSW, 1996 (with M. Appla).
30. “Internet marketing: Is the emphasis misplaced?” Annual Conference of the Australian & New Zealand Academy of Management, Wollongong, NSW, 1996.
31. “From chaos to complexity in strategic planning: Implications for theory and practice”. Commerce, Complexity and Evolution Conference, Sydney, Australia, 1996.
32. “Exploring the accountant/small business relationship.” Annual Conference of the Australian & New Zealand Academy of Management, Wollongong, NSW, 1996 (with I. Burke).
33. “The role of strategic thinking in "hard" investment evaluation problems.” Third Conference of the International Federation of Scholarly Associations of Management, Paris, France, 1996.
34. “From chaos to complexity in strategic planning.” Annual Meeting of the Academy of Management, Vancouver, Canada, 1995.

Service

University

Current:
College: Chair of Scholarship Committee, Co-Chair of Strategic Planning Committee
University: Intellectual Property, Medical School Research, Budget & Planning, General Studies, General Education, Honors, & Research Awards
Past:
Department: Doctoral Committee (UTD), Search Committees (UTD/UNLV/Rowan)
College: College Senate (LTU), Exec Ed (UTD), Research (UNLV), Teaching (UNLV), Merit (UNLV), MBA (UTD/UNLV/LTU)
University: Faculty Senate (UNLV/UTD), Grievance (UNLV), Fiscal Affairs Committee (UNLV), Curriculum Committee (UTD), Ethics Committee (LTU), Biomedical School Planning (Rowan)

Professional and learned societies

Member, United States Association for Small Business & Entrepreneurship
Member, Business Policy & Strategy Division, Academy of Management
Member, Entrepreneurship Division, Academy of Management
Past Member, Board of Advisors, Nevada Center for Entrepreneurship & Technology
Past Member, Strategic Management Society
Past Member, Academy of International Business
Past Member, Institute for Operations Research & Management Science
Webmaster, Business Policy & Strategy Division, Academy of Management (1994-2004)
Guest Blogger, Organizations & Markets

Conferences and Program Committees

Co-convener, Strategy Stream, Critical Management Studies conference, 2005
Co-chair, Human and social dynamics minitrack, Hawaii International Conference on System Sciences, 2005
Chairman and organizer, Second Australasian Conference in Strategic Management, 1995.

Editorial & Refereeing

Founding Editor, *Strategic Management Review* (2006-2010)
Area Editor, *Journal of Computational & Mathematical Organization Theory* (2007-2008).
Member, Editorial Review Board, *Journal of Entrepreneurial Education* (2006-2008)
Member, Editorial Board, *Emergence: A Journal of Complexity Issues in Organizations and Management* (1999-2003)
Member, Editorial Board, *Problems and Perspectives in Management*
Major reviewer, Carpenter & Sanders (2007) Strategic Management: A Dynamic Perspective
Ad-hoc Reviewer for *Administrative Science Quarterly*, *Academy of Management Review, Management Science, Journal of Management Studies, Managerial & Decision Economics, Emergence, Academy of Management Meeting (BPS and ENT divisions), Simulation Practice & Theory, Review of Political Economy, Review of Austrian Economics, Long Range Planning, Thunderbird International Management Review, Organization Science, Problems and Perspectives in Management, Journal of Economic Behavior and Organization, and the USASBE annual conference.*